

August 10, 2018

Dawn Williams  
Wyoming Legislative Service Office  
213 State Capitol  
Cheyenne, WY 82002

Ms. Williams:

With regard to public private partnerships (P3), the Task Force has asked UW to:

1. Describe the extent to which we currently use P3 in providing housing and dining services, and
2. Provide outcomes the University would seek in any P3 to provide housing and dining services.

Housing - - Current Use of Public Private Partnerships

All student housing is managed by the University.

Housing - - Outcomes the University Would Seek in P3

Best practice student housing programs address five components of construction and management:

1. A university's brand is very much tied to the "architectural presence" of its campus. Thus, UW would need to drive the design standard of any on-campus student housing project. These design standards can vary. In the central core of the UW campus, concepts and design principles must preserve the historic architectural character for which the campus is known. On the periphery of campus, the university is open to design standards that express a more current architectural vision. In both settings, though, the university seeks rigid building skins made of sandstone or brick (i.e., not composite), design detail, and construction practices that create residence halls with 50-80 year lifespans.
2. Student success is the UW's primary mission. With limited exceptions, UW requires new students to live on-campus. National studies of academic performance of new students show that those housed on campus produce significantly better academic performance than do comparable students housed off-campus. Thus, to insure a context that promotes student success, UW would need to drive the inclusion of "maker spaces", academic support services, and/or classrooms in the residence halls.
3. UW is Wyoming's university. Thus, any use of non-Wyoming contractors, sub-contractors, or laborers would require UW's approval.
4. UW would need an active role in managing these residence halls - - or enforceable service level agreements - - so that it is able to influence its students' housing experiences. Residents and parents would likely hold the University responsible for any unpleasant experiences in housing on University land, so the University will monitor housing activity and retain the ability to work with families to address housing concerns.
5. Finally, UW would articulate maintenance and upkeep standards that must be followed in the residence halls. The quality of student living space is critical to recruiting academically talented and diverse students to UW.

#### Dining - - Current Use of Public Private Partnerships

Eight private restaurants lease space in the UW Plaza:

1. Almanza's
2. Chili's
3. Coal Creek Coffee
4. Jimmy Johns
5. McAlister's Deli
6. Mr. Jim's Pizza
7. Toppers Pizza
8. Wyoming Rib & Chop House

All residence hall and Wyoming Union dining is managed by the University.

#### Dining - - Outcomes the University Would Seek in P3

Best practices in campus dining programs share a set of four common characteristics:

1. UW would require a mix and a distribution of dining services across campus. In addition to traditional dining halls, UW would seek smaller specialty venues (e.g., coffee shops, cafes) and convenience options (e.g., grab & go, convenience stores) with the location of these services reflecting student demand. A significant issue with an outside vendor is hours of operation. UW students expect a reasonable number of options to be available at all day parts (including late night). They also expect an emphasis on fresh (as opposed to convenience) foods. UW would regularly measure student satisfaction with an expectation that scores would be consistently above peer levels.
2. UW would work with vendors to create meal plans that meet students' expectations for value and accommodate a diversity of needs. For example, meal plan access to most if not all dining venues across campus would provide students with desired levels of control over when and where they eat. We would also work with vendors to attract faculty and staff to these venues.
3. As with housing, UW would insist that hiring practices favor current employees and Wyoming residents. We expect staff at all levels to receive ongoing training and development so they can further their careers.
4. Finally, UW would specify financial performance in a context in which overall pricing is perceived by students as fair. Vendors would be expected to reinvest in facility renewal to meet ongoing student needs

Please let me know if the Task Force has questions or concerns on any of these issues. Thank you for all you do for the University of Wyoming.

Sincerely yours,

Neil Theobald  
Vice President for Finance & Administration